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2 NOV 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : Robert W. Gambino
Director of Security

SUBJECT : MBO and APP/EEO Reporting Requirements

REFERENCES : (a) Memo from C/MAS/DDA dtd 24 June 1976,
subject: Management Conference Scheduling

(b) Memo from C/MAS/DDA dtd 2 August 1976,
subject: AAP/EEO Reporting Requirements

1. The Office of Security had six FY 1976 Objectives, two at the DCI level and four at the DDA level. Of the DCI level objectives, one program, the Security Access Control System (SACS) encountered slippage during FY 76 and additional slippage is forecasted before the system becomes operational. With respect to the second DCI level objective, the purging of Office of Security records, the Office of Security is restructuring the objective with broader requirements and establishing it as a DDA level FY 77 Objective.

2. Concerning the four DDA level objectives, two are complete; a third required revision of the action plan and will be continued as a 5-year objective. The fourth objective required slippage of milestones and an estimated completion date of January 1977 has been established.

3. Presented below is a brief discussion of each of our six FY 76 Objectives including, as appropriate, their status as of the Transitional Quarter and a brief evaluation of FY 76 accomplishments.

a. OS-D-01-76

By 31 December 1975, complete a study and propose a plan to reduce by at least 10% the total volume of Office hard-copy records as



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measured in the FY 1975 records management inventory. Such reduction would be carried out by identifying types of material that must be permanently collected and by identifying for destruction duplicate and other unnecessary file material so that its legal destruction could be accomplished as soon as authorization was granted following the conclusion of current investigations of Agency activities.

- (1) The final milestone of this Objective was placed in abeyance pending the results of the recent IG survey of the Office of Security. It is anticipated that the IG report will include a recommendation that the Office of Security conduct an accelerated program to purge illegal, improper and unnecessary materials within our record holdings.
- (2) In order that our records purge plan be consistent with those recommendations we are proposing an FY 77 Objective which will both implement the plan identified in our FY 76 Objective and satisfy the expected demands of the IG proposal.
- (3) We shall defer preparation of a specific FY 77 Action Plan until issuance of the IG report.

b. OS-A-04-76

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(2) Evaluation of FY 76 Accomplishments

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c. OS-A-03-76

Implement completely by 30 June 1976 an Agency automated inventory system for the control of collateral Top Secret material.

(1) TQ Status

(a) The Top Secret Control Automated Data System is now operational and receiving the full participation of the Agency's 60 Top Secret Control Officers.

(2) Evaluation of FY 76 Accomplishments

(a) The Top Secret Control Automated System data base consisting of an inventory of 131,000 Top Secret documents far exceeds the initial inventory estimate of 90,000. This disparity arose because Area Top Secret Control Officers, in reporting their estimated inventories, did not include copies, attachments and retired or archival Top Secret materials.

(b) One minor setback with respect to the complete achievement of the objective

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e. OS-A-07-76

Devise by 30 November 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

- (1) The Office of Security has identified possible performance indicators for twelve program submission packages. However, we are encountering difficulty in identifying suitable indicators for the remaining three packages. We will continue to examine those packages in an attempt to establish indicators we believe to be appropriate.
- (2) Based upon the amount of time required to identify indicators thus far, we believe a two-month slippage in Milestone 2 through 5, as indicated in the attached action plan, is necessary for achievement of this objective.

f. OS-D-02-76

Install and have operational in the Headquarters Building by 30 September 1976 the Security Access Control System.

As of 1 November 1976, a review of the Badge Machine program strongly indicates that additional time is required before all Headquarters entrances become operational. At the present time, the Office of Security is conducting a thorough study to ascertain specifically what remains to be accomplished to effect full implementation. By 5 November, it is anticipated that the results of this study will permit preparation of a definitive program evaluation to include a firm estimate of the program's completion date.

4. Based upon a recent conversation between an Office representative and Chief, Management and Assessment Staff,

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DDA, we shall defer until 5 November submission of the Office of Security APP/EEO reports requested in reference (b).



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Robert W. Gambino

Att

Distribution:

- Orig & 1 - DDA
- 1 - D/S
- ① - OS Reg
- 1 - PPG Chrono

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OS/PPG/[redacted]laj 29 Octbber 1976
Retyped: laj 1 November 1976

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ATTACHMENT

Form 163a
2-66

OFFICE OF SECURITY ACTION PLAN OBJECTIVE NUMBER: OS-D 01-76 LEVEL: DCI

SUBJECTIVE STATEMENT:
 By 31 December 1975, complete a study and propose a plan to reduce by at least 10% the total volume of Office hard-copy records as measured in the FY 1975 records management inventory. Such reduction could be carried out by identifying types of material that must be permanently collected and by identifying for destruction duplicate and other unnecessary file material so that its legal destruction could be accomplished as soon as authorization was granted following the conclusion of current investigations of Agency activities.

ESTIMATE OF RESOURCES
 \$ 27,000
 1 MY
ACTION OFFICER: DD/PGM
 25X1

STATUS	+	=	∠
JUL-AUG		■	
SEP-OCT			■
NOV-DEC			■
JAN-FEB			■
MAR-APR			■
MAY-JUN			■

MILESTONES	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Identify types and volume of records held by Office of Security components.			■									
Categorize each record type as (a) must be kept by law, directive or regulation; (b) must be destroyed; (c) should be kept; and, (d) should be destroyed.					□	→	□	→	□	→		
Identify problems, priorities and options for carrying out destruction and estimate resources required.						□	→	□	→	□	→	
Outline schedule and submit proposed plan.			76 □				□	→	□	→	□	→
			→	□								□

OBJECTIVE NUMBER: OS-D 01-76

- (1) 18 November 1975: The various types of records held by Office of Security components were identified on schedule in September according to milestone 1 along with the volume measurement of each type. Categorization according to milestone 2 has been completed for the records held by all components except the Security Records Division. This division, which maintains the vast majority of OS files, has a significant problem in trying to categorize, in accordance with milestone 2, the security dossier holdings. We have slipped the completion date of this milestone until November to permit further review of this problem, recognizing that the categorization process in regard to security dossiers may require a totally different approach.
- (2) 23 January 1976: We have slipped completion of Milestone 2 to February to permit the continued identification of selected categories of SRD security dossiers to be purged and to study a proposal for restructuring and reducing the Interrogation Branch file system. Slippage of this milestone will entail slippage of Milestones 3 and 4 to March 1976.
- (3) 24 March 1976: Further time is needed to study the proposal for restructuring and reducing the scope of the Polygraph Branch file system. This will require slippage of Milestone 4 to April 1976. In addition, since a portion of our plan relates to the destruction of files on dissidents in accordance with Rockefeller's Commission Recommendation 17, OGC assistance has been requested in interpreting the meaning of the term "dissidents."
- (4) 24 May 1976: Additional time is needed to complete final draft and coordinate our proposed plan. This will require slippage of milestone 4 to June 1976.
- (5) 30 July 1976: Completion of the final milestone on this objective has been further delayed. The results of the recent Inspector General survey are expected to include a recommendation to carry out an accelerated program aimed at the purging of illegal, improper and unnecessary material in our record holdings. Submission of our purge plan and schedule is being held in abeyance pending receipt of the IG recommendations, in order to ensure that the plan is consistent with these recommendations. Further, we are proposing a FY 77 objective which would both implement the plan identified in this FY 76 objective and satisfy the expected IG proposal. Hopefully the plan and schedule will be finalized by September 76, if the IG recommendation is defined by that time.
- (6) 8 September 1976: Records Purge. This Objective has been supplanted by a new 1977 Objective OS-A 09-77 which will both implement the plan identified by this 76 Objective and satisfy an expected IG proposal aimed at purging our records holdings of illegal, improper, and unnecessary material.

OFFICE OF SECURITY ACTION PLAN

OBJECTIVE STATEMENT:
 Install and have operational in the Headquarters Building by 30 September 1976 the Security Access Control System.

ESTIMATE OF RESOURCES
 \$ 350,000 (FY 74)
 700,000 (FY 75)
 176,000 (FY 76)
 FY 76 2/3 MY
 TO 2/3 MY
 ACTION OFFICER: DD/PTOS

STATUS	+	=	∠
JUL-AUG		■	
SEP-OCT		■	
NOV-DEC			■
JAN-FEB			■
MAR-APR	■		
MAY-JUN			■

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MILESTONES	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
1. SACS system software changes completed, installed and accepted.			■									
2. Badge production system operational.				■								
3. Rebadging program completed.			76 →□	(2) (8) →□		□		(1) →□				
4. Entrance power and signal wiring installations completed.							□		(3) →□	(5) →■		
5. Procedures published and Headquarters Security Branch training completed.		76 □ (7)		(9) →□				□	(4) →□			(6) →□
6. First entrance operational.				76 (2) →□								□→
7. All Headquarters entrances operational.			76 □		76 (2) →□							

OBJECTIVE NUMBER: OS-D 02-76

- (1) 18 November 1975: Milestone 3 relates only to the staff rebadging program. While the rephotographing of Agency employees will be completed in December on schedule, the milestone has been slipped to February 1976 from an administrative standpoint, since actual issuance of the new staff badges will not take place until February.
- (2) 3 February 1976: New badges must be encoded before they can be issued. Encoding must wait for completion of OJCS software, now scheduled for August 1976. This will result in slippage of Milestone 6 to October 1976, and milestone 7 to November 1976.
- (3) 3 February 1976: Milestone 4 will be slipped to March 1976 to permit Headquarters Engineering Branch, OL, to work on higher priorities. This will not impact Milestones 6 and 7.
- (4) 3 February 1976: Milestone 5 will be slipped to March because the person assigned the task has been sent on overseas TDY on the counterterrorism program. This will not impact Milestones 6 and 7.
- (5) 24 March 1976: Final tie-down of signal wiring in the Badge Office has been delayed until April so that Value Engineering will do the installation in lieu of GSA. When this tie-down is effected, the Milestone will be considered to be completed although cosmetic carpentry may continue at some entrances and the penetration of the Main Entrance marble flooring will be deferred till actual installation time.
- (6) 24 March 1976: Milestone 5 has been slipped to June to permit employee notification and Headquarters Security Branch training to coincide more closely with system startup.
- (7) 30 July 1976: Milestone #5 has slipped to August 1976 in order to take advantage of experience to be gained during the Northeast Entrance testing. All procedures have been drafted, and initial training within HSB has begun. No impact on the project completion date is foreseen.
- (8) 8 September 1976: Milestone 3 has been slipped to October 1976. New badges must be encoded before they can be issued. Encoding must wait for completion of ODP software now scheduled for mid-September 1976.
- (9) 8 September 1976: Milestone 5 has been slipped to October to permit completion of an expanded training program to include Federal Protective Officers (FPOs). Employee brochures have been printed and system procedures for use by FPOs have been prepared. No impact on the project completion date is foreseen.

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Next 5 Page(s) In Document Exempt

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OFFICE OF SECURITY ACTION PLAN OBJECTIVE NUMBER: 05-100-70
 OBJECTIVE STATEMENT: Approved For Release 2002/08/15 : CIA-RDP83B00823R000400040008-2

LEVEL: []
 ESTIMATE OF RESOURCES
 \$ 55,000 (1)
 2 MY

STATUS	+	-
JUL-AUG	<input checked="" type="checkbox"/>	<input type="checkbox"/>
SEP-OCT	<input checked="" type="checkbox"/>	<input type="checkbox"/>
NOV-DEC	<input type="checkbox"/>	<input type="checkbox"/>
JAN-FEB	<input type="checkbox"/>	<input checked="" type="checkbox"/>
MAR-APR	<input type="checkbox"/>	<input checked="" type="checkbox"/>
MAY-JUN	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Implement completely by 30 June 1976 an Agency automated inventory system for the control of collateral Top Secret material.
 STAT []

ACTION OFFICER: DD/PGM
 []

MILESTONES	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
1. Integrate proposed revision with redraft of Headquarters Regulation chapter.		<input checked="" type="checkbox"/>										
2. Develop schedule by component for completing input to data base of Top Secret document control information. (2)						<input checked="" type="checkbox"/>		(3) <input checked="" type="checkbox"/>				
2a. DDO completed and operational.								<input checked="" type="checkbox"/>				
2b. Complete input of DDI data.									<input checked="" type="checkbox"/>			(5) <input checked="" type="checkbox"/>
2c. Complete input of DDS&T data.										<input checked="" type="checkbox"/>		(5) <input checked="" type="checkbox"/>
2d. Complete input of DDA data.												<input checked="" type="checkbox"/>
2e. Complete input of DCI data.												<input checked="" type="checkbox"/>
3. Issue revised Area Top Secret Control Handbook.							<input checked="" type="checkbox"/>			(4) <input checked="" type="checkbox"/>		(6) <input checked="" type="checkbox"/>
4. Complete input to data base and implement system.												<input checked="" type="checkbox"/>

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- (1) 3 September 1975: Funds represent OS personnel costs only and do not include personnel costs of other components and computer support costs.
- (2) 3 September 1975: More detailed input completion reference points will be defined as milestones upon completion of this schedule.
- (3) 23 January 1976: Due to the variety of existing control systems maintained by the 61 Top Secret Control Officers, it has not been practical to develop a fixed schedule. This will not impact Milestone 4.
- (4) 23 January 1976: The Handbook is being developed; however, final preparation has been delayed in order to benefit from more experience with the operation of the new system. This will not impact Milestone 4.
- (5) 24 May 1976: Input of data continues. Our original estimate of 90,000 units has had to be revised. To date 116,175 data pieces have been inserted into data base with another 6,692 identified for input. 2b and 2c will be completed by June and will not delay the implementation schedule of milestone #4.
- (6) 24 May 1976: A "draft" handbook has been completed and is now being forwarded for coordination by the (60) Agency TSCCs. A 15 June date has been established for publication and promulgation of finished product. Slippage resulted because of two factors: a) the STAT basic policy for the procedures in the handbook, has required a great deal of time in making Agency-wide coordination. It is now undergoing final review. b) the original handbook was oriented to a manual system and therefore, this rewrite required more time than was originally estimated for the technical and detailed descriptions. The rewrite will be published in time so as not to delay the system implementation date.
- (7) 30 July 1976: Although two elements of the program require some additional minor work, this objective is considered completed on schedule. The Top Secret system is operational. The two elements cited are the actual printing of the TS Control Manual and the input of less than 2000 records in the data base. The draft manual distributed earlier will not undergo substantive change in its final form and indeed is already being used throughout the Agency. The final input is being handled on a supplementary basis and will be finished in August. As of 23 July the data base contained 122,415 records.

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OFFICE OF SECURITY ACTION PLAN OBJECTIVE NUMBER: OS-A 07-76

LEVEL: DDA

OBJECTIVE STATEMENT:
 Use by 30 June 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

ESTIMATE OF RESOURCES
 \$ 28,000
 1 MY
ACTION OFFICER: DD/P&M
 [] STAT

STATUS	+	=	<
JUL-AUG		☒	
SEP-OCT			☒
NOV-DEC			☒
JAN-FEB			☒
MAR-APR			
MAY-JUN			

MILESTONES

Identify possible indicators of mission performance.

Evaluate indicators and select most meaningful and practical.

Develop system and procedures to collect data associated with each selected indicator.

Complete data collection and evaluation trial.

Modify system and procedures based on trial results.

Submit system and procedural description report to DD/A.

	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Identify possible indicators of mission performance.				☐ → (1)								
Evaluate indicators and select most meaningful and practical.					☐ → (1)	☐ → (2)		☐ → (3)				
Develop system and procedures to collect data associated with each selected indicator.						☐ → (1)	☐ → (2)					
Complete data collection and evaluation trial.									☐			
Modify system and procedures based on trial results.										☐		
Submit system and procedural description report to DD/A.												☐

ACTION PLAN REVISED 24 MAY 1976

OBJECTIVE NUMBER: OS-A 07-76

- (1) 18 November 1975: While possible indicators of mission performance have been identified, one segment of the Office required additional time to complete this milestone, thus slipping it until November 1975. With this slippage in milestone 1, we now expect similar one-month slippages in milestones 2 and 3.
- (2) 23 January 1976: List of possible indicators was completed in December 1975. Selection of most meaningful indicators has been delayed until February 1976. This will require additional slippage of Milestone 3.
- (3) 24 March 1976: Progress on this objective continues to encounter serious difficulty due to lack of a clear understanding of its purpose. At the 10 February 1976 Management Conference the DDA suggested that (a) the Office examine the Resource Package structure as a basis for developing performance indicators; and (b) the Director of Security ask three knowledgeable members of his staff to dedicate some collective time to the identification of possible mission performance indicators. During February and March these two suggestions have been pursued with some albeit limited success. With reference to the first suggestion the Office of Security's Resource Package structure is being changed in the current program submission to make it product oriented, thus providing a basis for evaluation along mission lines. With reference to the second suggestion three senior staff officers held a conference [redacted] on 11-12 March with the attendance of the Assistant of Resources DDA, to rethink the problem of mission performance indicator identification. This conference did indeed develop new ideas with reference to possible performance indicators, but also tended to confirm that understanding of the objective itself is still a serious impediment to its accomplishment. While restructuring the Resource Packages in the current program submission is continuing, further efforts to identify performance indicators are being held in abeyance until the objective is discussed at the Office Head's Conference scheduled for 2-4 April. STAT

OFFICE OF SECURITY ACTION PLAN OBJECTIVE NUMBER: OS-A 07-76 LEVEL: DDA

OBJECTIVE STATEMENT:
 Devise by 30 November 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

ESTIMATE OF RESOURCES
 \$ 28,000
 1 MY
 ACTION OFFICER: DD/P&M
 STAT

STATUS	+	=	/
JUL-AUG			
SEP-OCT			
NOV-DEC			
JAN-FEB			
MAR-APR			
MAY-JUN			

MILESTONES	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
Restructure Program Submissions Packages to make them Product Oriented.										76		
Identify possible mission performance indicators for each package.		TQ □----->□		(2) □								
Define what data collection requirements will have to be met to effectively use the performance indicators.			TQ □----->□		(2) □							
Identify the meaningful indicators that will be used by evaluating milestone #2 in reference to #3.				77 □----->□		(2) □						
Submit report to DDA					77 □----->□		(2) □					

- (1) 24 May 1976: As a result of discussions at the 2-4 April Office Head Conference and the 4 May DDA Planning Team Symposium (at which the ADD/A permitted the DDA components to extend the time limit for this objective) the Office of Security has developed a new planning sequence with a 30 November completion date.
- (2) We have identified possible mission performance indicators for some of our program submission packages. We are having difficulty identifying suitable indicators for other packages. Based upon the amount of time required to date, we believe a two month slippage in each of the remaining milestones is a realistic time frame for satisfying this Objective.

REFERENCE

MEMORANDUM FOR: Director of Communications
 Director of Finance
 Director of Joint Computer Support
 Director of Logistics
 Director of Medical Services
 Director of Personnel
 Director of Security
 Director of Training
 Chief, Information Systems & Analysis Staff
 Chief, Information & Privacy Staff

STAT FROM :
 Chief, DDA/Plans Staff

SUBJECT : Management Conference Scheduling

REFERENCE : Multiple Addressee Memorandum dated 25 March 1976 from A-DD/A; Subject: Call for TQ and FY 1977 Objectives for the DD/A MBO Program

1. Attached is the schedule of meetings for Office Heads and the DD/A to discuss proposed FY 1977 objectives.

2. In the interest of saving time, these meetings will also be the occasion for abbreviated bimonthly FY 1976 MBO conferences in lieu of the regular mid-July to mid-August meetings. Please submit status reports covering the May-June period by 30 July with your recommended selection of those objectives, if any, you desire to discuss with the DD/A.

3. Status reports covering the TQ should be submitted with the written evaluation of past year MBO accomplishments, due 1 November.



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Attachment:
 Meeting Schedule As Stated

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